

Renée Laflamme

Thank you, Pierre, and, good morning, everyone. My name is Renée Laflamme, and I am the Executive Vice-President Individual Insurance, Savings and Retirement and I have the big privilege of leading this big business that represents 60% or close to 60% of the profit of the organization.

I am very proud of the team. I'm very proud of our successes and you will hear me today say that we're number one in so many things. What I would like to share with you today is that we grow faster than the Canadian industry and we can elevate our performance by leveraging our competitive advantages that are distinctive to us.

So today what I would like you to remember from this presentation is that number one, Individual Insurance, Savings and Retirement at iA grows faster than the industry. Number two, we are the undisputable leader in the mass market and we outperform the market in the mid market. And number three, we have key strategic advantages that supports our performance and our execution.

Now I've already said it, we're growing faster than the market. We are number one, Denis mentioned it before, we're number one in number of policies sold in Canada. In fact, we issue 27% of all policies issued in Canada. Our closest competitor has a 10% market share. So in other words, we are issuing more than one policy out of four in Canada. And not only are we number one, but we're also growing faster.

So when you look at the period of 2020 to 2024, our growth in number of policies sold is 5% while our peers have a negative growth of 3.9%. When we look at our position based on total premium, we rank number four. But again, looking at the market, you see that over the 2020 to 2024 period, we have an annual growth of 15% while our peers have 6%. We are also the undisputable leader in the seg fund market. We've been number one in net sales since 2016.

If you take that period again of 2020 to 2024, we have gathered \$10.6 billion of net sales while our peers are negative net sales. We're number one in gross deposits since 2022 and we have grown our asset under management between 2020 to 2024 by 15% while our peers have grown at 1.3%. So all of this doesn't happen by luck. It does happen by design. And the first part of the design, the iA way, is clearly defining our target market.

So we are leading again as I said in the mass market and we are outperforming in the mid market. Being number one in number of policies sold is certainly a clear statement that we lead in the mass market. Being number one in gross deposit and savings is another testimony of us being number one in the mass market. When we look at the mid market, well the numbers speak from themselves. We've been growing between 2020 to 2024 at a rate of 31% in Individual Insurance and 28% in Savings.

Those numbers speak for themselves, and we are confident that we can continue growing and outperforming the market especially given the relationship that we have built over the years with our distribution networks.

This strong performance comes with a strategy and we have four strategic competitive advantages that support that performance. Number one, we're geared to scale. We can grow faster than our competition. Number two, we have unparalleled distribution reach and that allows us to connect with the largest number of Canadians. Number three, we have a complete range of products so we can answer the needs of our clients and advisers. And number four, we have competitive digital tools and leading-edge technology. And I am sure here that you will all agree, this is of utmost importance going forward.

So let's discuss those competitive advantages. We are geared to scale in our target market. Our operational excellence supports our growth. In Individual Insurance, I said it, we're number one in number of policies sold. We issue 238K insurance policies in 2024. According to the LIMRA number, our closest competitor has issued more than half less than that. According to an independent industry survey, the cost of servicing the in-force in average is at \$16. Our cost is \$14 per policy. According to that same survey, the cost of issuing new business is \$482 per policy. Our cost is \$191. So not only can we handle volume, but we can do this profitably. In Savings, we've processed 1.4 million transactions in 2024.

That really speaks to the robustness of our processes and our system and we are also operating at a lower cost than average. We know that we can continue to grow. We all know that within the next ten years the retirement market will close to double. We can handle that volume. The clients will be interested in guaranteed product. They will be interested in the seg fund business where we offer guarantees, but where the product also allows for an easy and fast estate settlement. In Insurance, we have room to grow as well because 53% of Canadians either have no insurance or are in need of insurance. And this is why distribution is key. It is because we can reach out to those clients that are in need of advice, product, financial protection and peace of mind. To grow individual insurance distribution is key.

And this is our second competitive advantage. We have unparalleled distribution reach. We do business through 33,000 active advisers. Now, not only do we want to grow this number of advisers, but we certainly want to support them in growing their own business. And this is the win-win approach. We grow in all our distribution network. In Quebec, our career network now counts close to 3,000 advisers. We do business with the dedicated MGAs all across Canada. We do business with independent MGAs including the largest one like PPI that we own. And we also do business with the fastest growing MGAs, those that are targeting the immigrant market.

We are present in all the communities. Managing distribution is part of our DNA. It's the iA way. We know that our business is a relationship business and this relationship needs to be built over time and over a long time. It does not happen overnight. In fact, I am

very proud to say that according to Environics Research Group, based on their adviser perception survey that they do annually, we rank number one, and that for the fourth year in a row.

So we have scale, we have distribution, we also have a wide and complete range of product. And this is the third competitive advantage. When an adviser comes to us, he knows he can find the product and the protection so that their clients have the peace of mind. We're that one-stop shop for advisers and clients.

When we build our product or improve our product, we're agile. We do this efficiently. As an example, we've launched our new PAR product and we are already number two in number of PAR policies sold

in Canada. We're committed to long-term profitable growth and ROE expansion and Éric mentioned it, our new business is delivering a ROE superior to the targeted ROE.

So recapping again. We have the scale to grow profitably. We have the distribution reach. We have the product. The fourth element is also critical and it is technology.

And I will take just a little bit more time on technology. We're very strategic about developing our ecosystem. First, we want to leverage the leading platforms available in the market including the readily available AI. As an example, in our call center, we use Genesys. We use Salesforce as a CRM and we are currently successfully implementing Oracle to modernize our back office in Individual Insurance.

Second, we are also very strategic on the choice of the technology. We select the platform, we augment them, we include solutions, and we are very thoughtful about those choices. As an example, our underwriting process is automated using the FICO rule engine platform. We chose the FICO platform. We augment it. We put our predictive models on it with AI. And just in 2025, so just recently, we were awarded by FICO the 2025 decision-making award. And thirdly, well, sometimes we build in-house. And we do that namely when we believe that we have a competitive advantage. Our EVO platform is a prime example of this. Our EVO platform is the Individual Insurance platform where our advisers produce their illustration and the application. EVO is in fact a competitive advantage in itself. There is no such thing as EVO available in the marketplace.

Integrating technology is critical and when we do this we have the business in mind and the business strategy in mind. We have developed a unique end-to-end experience for both the client and the adviser.

Thus, 54% of our policies are underwritten automatically and we're aiming at getting to 80% in 2030. Our average placement time for a policy is 38% faster than the industry. 98% of all applications we receive are e-apps. And in Savings, 85% of our processes are automated for new business and we're aiming at getting to a 100%. We keep improving all the time.

As I'm wrapping up this presentation, we have that unique combination of competitive advantages and a clear target market. And this sets us apart. It is the iA that sets us apart to deliver year over year high performance. We're confident in our ability to continue to grow faster than the market. In fact, we're aiming at growing our Individual Insurance between 5% and 8% and savings between 8% and 10% to 2030 to more than double our new business.

We are determined to stay the leader in the mass market and to continue to outperform in the mid market. We always aim at superior execution and superior ROE. I'd like to conclude in telling you that we're very confident in our ability to grow this market and continue to outperform the market. I would love like to turn it over to my colleague, Stephane, to talk about Wealth.